

Module 4

Working Together

Upon completion of this module, you will be able to:

- Identify strategies and techniques for effective team meetings
- Negotiate a team leader/quality advisor contract
- Define consensus and describe how to reach it
- Define "groupthink" and explain ways to avoid it
- Recognize disruptive behaviors and identify strategies for balancing participation

Definition of a Meeting



A group of persons called together to interact
for a specific reason for a specified time period

Types of Meetings (Formal or Informal)

- Information

- Action

- Combination



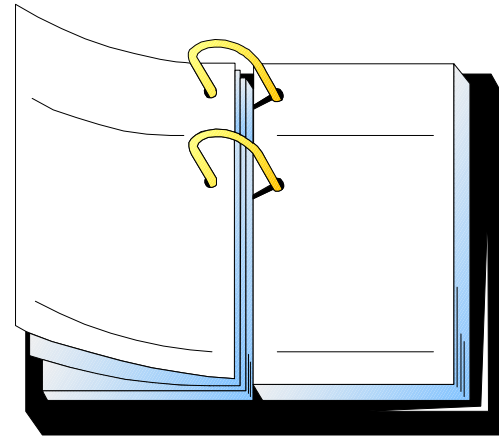
Pre-Meeting

- Plan the meeting
- Write and review the agenda
- Develop a quality advisor/ team leader contract
- Discuss strategies for balanced participation
- Discuss ice breakers



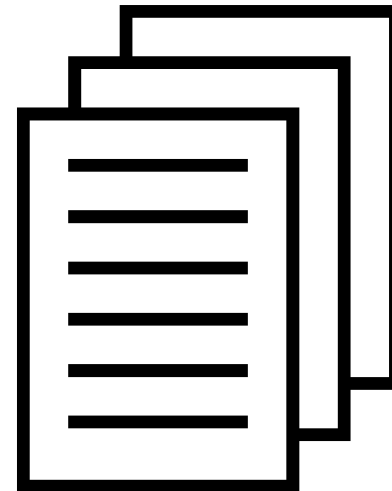
Plan the Meeting

- Purpose
- Schedule
- Membership
- Decision making
- Documentation



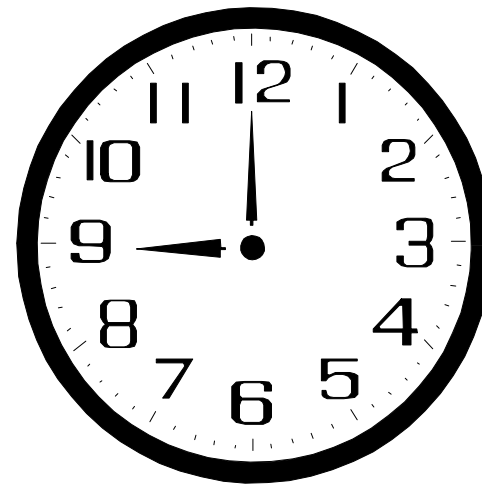
Agenda

- A detailed flow of topics and process steps, and the time required for each
- A logical, sequential roadmap
- The strategy of the meeting



Agenda Elements

- Where/when/length
- Topics
- Presenters
- Time guidelines
- Type of topic



Sample Agenda 1

15 May

Building 628, Room 104

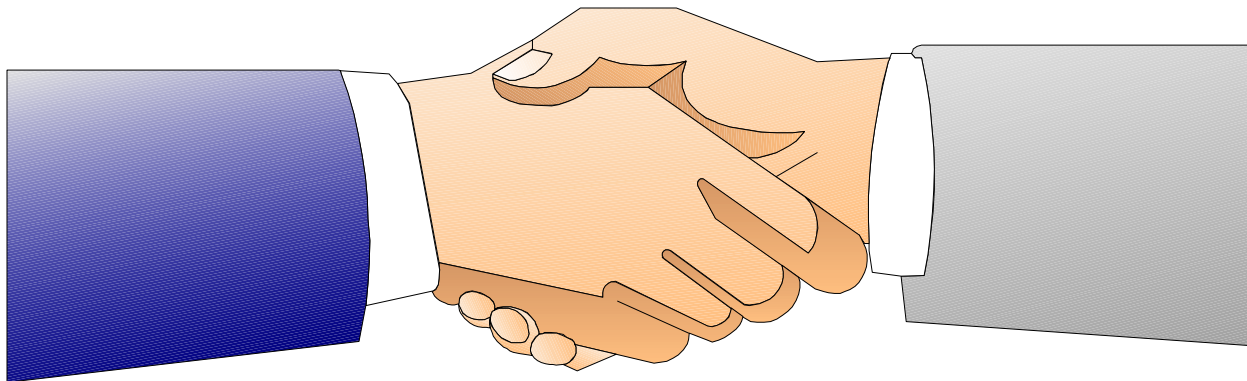
0800-0810	Introductions	Quality advisor/team
0810-0830	TQL refresher training	Quality advisor
0830-0930	Validate charter	Quality advisor/team
0930-0945	Review roles of the team leader, quality advisor, and recorder	Quality advisor/team
0945-0950	Make assignments	Quality advisor/team leader
0950-1000	Evaluate the meeting	Quality advisor/team
1000	Adjourn	

Sample Agenda 2

20 May
Building 628, Room 104

0800-0815	Review minutes and agenda	Team leader
0815-0900	Review flowcharts	Team
0900-0920	Review spreadsheet data	John Smith/team
0920-0950	TQL refresher training	Quality advisor
0950-0955	Make assignments	Team leader
0955-1000	Evaluate the meeting	Team
1000	Adjourn	

Quality Advisor - Team Leader Contract



A Contract Is . . .

A working agreement that outlines what the quality advisor and team leader expect from one another, and how they are going to work together.

Purposes of Contracting

- Ensures commitment
- Promotes informed choice
- Provides a psychological foundation

Elements of a Good Contract

- Objectives of the team
- Roles and responsibilities of each party
- Objectives of the relationship
- Rules of confidentiality
- Manner in which the quality advisor and leader will handle problems
- Any additional ground rules for the relationship

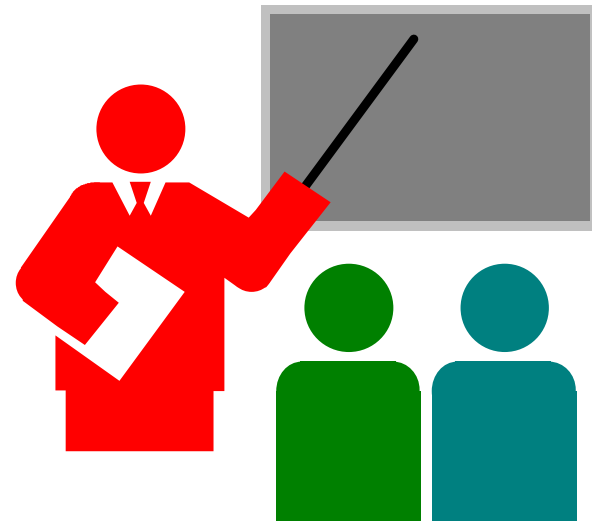
Areas to Consider in Contracting

- Format
- Equal participation
- Balanced expectations



Quality Advisor's Contract Issues

- Partnership
- Access
- Commitment
- Freedom
- Confidentiality

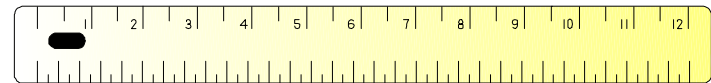


Ground Rules for Contracting

- 50/50 Rule
- Freely entered
- All wants are legitimate.
- Negotiated outcome
- Necessary versus desirable
- Focus on behavior
- Realistic expectations
- Deliver what is promised
- Renegotiate
- Write is right.

Contract Negotiation

- What does the team leader want from the quality advisor?
- What constraints are appropriate?
- How will success be measured?
- Are there reservations?
- What questions should be asked to evaluate progress?



Actual Meeting

- Start on time
- Ice breakers
- Organize
- Review agenda
- Review minutes
- State purpose/objectives
- Seek contributions
- Clarify
- Keep focused
- Summarize/end meeting

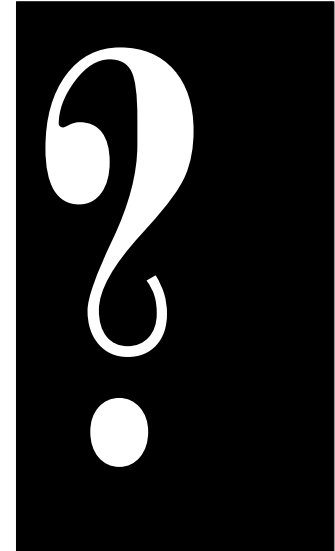


Meeting Checklist

	Yes	No
Clear agenda	_____	_____
Balanced participation	_____	_____
Effective leadership style	_____	_____
Discussion of alternative views	_____	_____
Open communications	_____	_____
Separation of opinions from facts	_____	_____
Assignment of actions	_____	_____
Summary at end (evaluation)	_____	_____
Meeting minutes published	_____	_____

Post-meeting

- How did it go?
- How did we do on our agenda?
- What do we need to do before next time?
- What went well, not so well?
- How can we improve?



Ground Rules (Code of Cooperation)

- Attendance
- Promptness
- Meeting place/time
- Participation
- Courtesy
- Assignments
- Team leader/recorder
- Alternate members
- Documentation
- Decision making

Consensus

A decision by a group that is acceptable to them, but is not unanimous nor arrived at by a vote. All members support the decision, even without universal agreement.

To Reach Consensus

- Each member is given an opportunity to express his or her thoughts.
- Conflicting ideas are discussed.
- Points of agreement are combined.
- Each member expresses his or her thoughts until a decision is agreed upon.

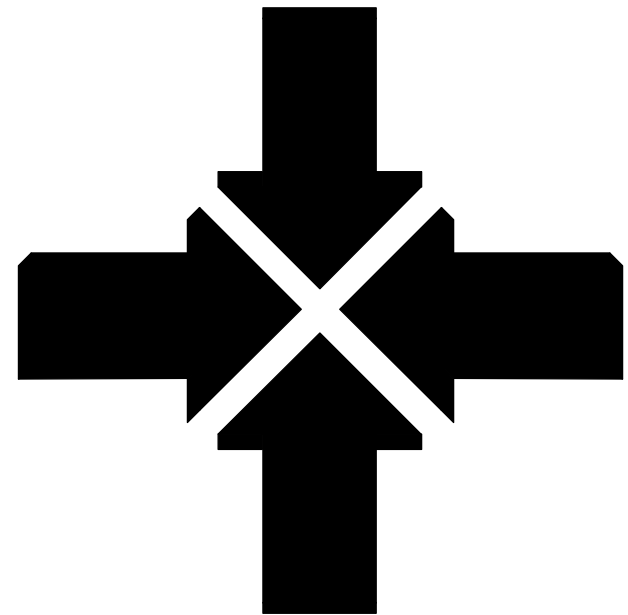
Guidelines for Reaching Consensus



- Avoid arguing for your own ideas.
- Don't assume someone must win or lose.
- Don't change your mind just to avoid conflict.
- View differences of opinion as expected and natural.

Advantages of Consensus

- Increases involvement
- Improves attitudes
- Improves decision quality
- Equalizes power
- Increases team cohesion

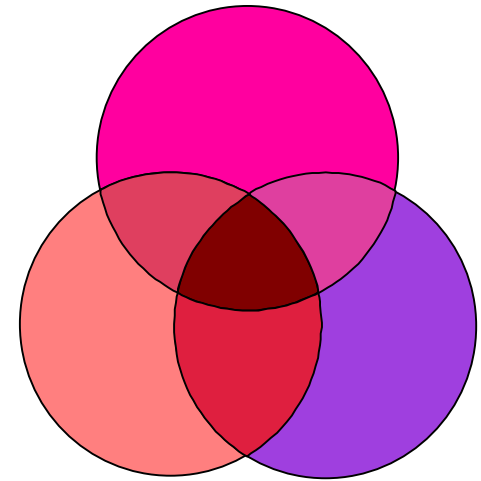


Conditions that Contribute to Groupthink

- A group is highly-insulated, with limited access to outside feedback.
- A high-stress decision-making environment exists, such as:
 - Budgets are constrained or cut back.
 - There is external pressure on the group.
 - There is a history of recent setbacks.

Strategies for Avoiding Groupthink

- Create an open climate
- Do not isolate the group
- Allow devil's advocates
- Limit directive leadership



Disruptive Behaviors

- Rambler
- Silent member
- Talker
- Arguer

Sample Storyboard

Process Improvement Storyboard Mailroom QMB		
Team Information	Reason for Improvement	Current Situation
Tom Jones, Administrative Dept. Head John Doe, Supply Dept. Head Sue Brown, Command Master Chief Jane Smith, Command Transportation Coordinator	Charter/Ground rules	
Data Collection and Analysis		
Proposed Improvement and Implementation	Evaluation of Results	Future Plans

Summary Exercise

- Factors that create effective teamwork
- Barriers to effective teamwork

Factors that Create Effective Teamwork

- Synergy
- Leadership
- Group process facilitation
- Effective meeting techniques
- Clear ground rules
- Consensus building
- Open communication
- Balanced participation
- Task clarity
- Documentation
- Commitment

Barriers to Effective Teamwork

- Team polarity
- Disruptive behaviors
- Fuzzy or unenforced ground rules
- Competition/feuding
- Groupthink
- Destructive communication
- Task confusion
- Team transition
- Lack of self-assessment